



Leadership Development Continua



Culture	How a Marine Behaves	How to work with Marines	How to develop Marines	Marines & outsiders	Intercultural relations	How to change culture
	Level of War	Tactical	Operational	Strategic		
Leadership	<u>Preparing to Lead</u>	Leading followers	<u>Leading Leaders</u>	<u>Developing Leaders</u>	<u>Setting Climate</u>	Leading Change
	Nature of Decisions	Independent; rapid		Product of consensus		
	Time	Days	Months	Years		
Articulation		Welfare of Organization via subordinate welfare		Subordinate Welfare via welfare of organization		
	Thinking	"In the box"	Critical thinking			
Change	Changing tactical outcomes	Changing Processes	Changing culture			

The Leadership Continua clarifies the application of the Teacher Scholar Leadership Model by placing leadership in the context of operating environments. In the graphic, Leadership is one continuum in a series of continua. Each continuum describes a gradual shift in environment across the spectrum of a Marine's service.

The graphic's construction resulted from several considerations. Some of these are:

- Leaders build new capabilities upon existing ones. In this manner, a Marine who operates towards the right side of the continua must never lose the ability to lead at the left. The items on the left side of the continua are foundations for the continuing service of all leaders.
- One Marine's position within the continua may vary dramatically from that of a fellow Marine of the same pay grade, but in a different billet. Because of this, the individual continua are displayed in a misaligned fashion.
- Marine Corps resident schools do not have the luxury of tailoring their instruction to the many possible alignments of the continua graphic. Faculty and staff strive to illuminate the portions of the continua that are most relevant to the Marines in attendance. Together, the trainers and educators of the Marine Corps illuminate the continua in their entirety.

